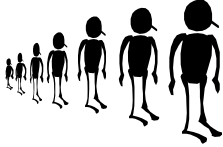


Motivation Fundamentals

Select the right people for the job:



When hiring new employees, take the time necessary to find people with the right attitudes as well as aptitudes that reflect your values.

- Start with an accurate job description.
- Consider training easy-to-learn skills when you find people with the right attitudes.
- Explore options of recruiting, interviewing, testing and checking references.
- Get help with this process if you need it...one good resource is your Business Advocates at the Flathead Job Service Workforce Center.
- Look beyond the skills a candidate currently possesses to determine whether he or she is a self-learner and able to grow.
- Make sure you have an appropriate probationary period to assess their "fit" with your organization.

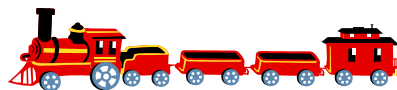
Recognize and value your employees:

Once you have hired the right people, take steps to keep them. Give them a warm welcome and spend time with them. Then continue to spend time with them and show appreciation as long as they work for you.

Remember, the longer they are with you, the more valuable and more difficult they become to replace.

The small amount of investment needed to value these people can actually save you lots of time rehiring and retraining.

TRAIN



Employees don't automatically know what is expected of them.

They feel abandoned and uncomfortable when they aren't taught what they need to know to do the job right. Develop trust by providing the training necessary to employees to succeed in their jobs.

Minimal performance frequently results from employees not knowing that anything more is expected of them. Continue to offer employees training to develop new skills, challenges and opportunities.



treat employees well

cli-

Respect employees and treat them as if they were your friend, partner or friend, and they will respond in kind. Know your employees' names and families and talk to them. When a "thank you" is in order, be perceptive to what motivates your employee.

Thank them personally, in writing or publicly...give credit. Help employees achieve what they want and to conquer their fears. Treat each element of an employee's performance separately, praising what's good and coaching in areas that need improvement.

Communicate

There are two ways to communicate—to listen and to respond. Share business goals and seek input from employees to connect employees to the bottom line and get everyone pulling in the same direction. Get employees' input. **ASK** what would they do differently? How can we put your ideas into action? Where do we want to go from here? What help do you need from me? Focus on the results wanted, provide what is needed and get out of the way.

Allow success.



Develop a sense of ownership and empowerment:

Leaders are those who empower others by giving employees the resources, information and authority to make decisions. Provide clear expectations and then get out of the way. Allow employees as much control as possible after you have provided the tools and training necessary to do the job. Involving employees, especially in decisions that affect them, is respectful to them and will also increase their commitment to implementing new ideas or changes. People that are closest to the problem or customer, typically have the best insight as to how to improve a situation.

Require accountability:

Responsibility brings out the best in people. Hold employees to a high, but realistic standard. Be honest and coach them if necessary. At the core of accountability is feedback. If you don't care enough to provide honest feedback, they won't think it's important to put forth much effort.

Enrich employees' jobs

If you want motivated employees, give them motivating work. Everyone should have at least part of their job be interesting and challenging. Find out what tasks your employees enjoy most and use this information in future work assignments.

Give employees choices. Whenever possible, allow flexibility in their jobs. Giving people freedom to do their job as they see fit brings additional initiative, ideas and energy to their jobs. Help employees learn, grow and take on added responsibilities. Provide opportunities for skill development. Investing in their growth and marketability will improve their loyalty and performance.

